

**MEMORANDUM**

**NORTH FIELD SERVICES BUREAU  
MINNEAPOLIS POLICE DEPARTMENT  
DEPUTY CHIEF GREGORY S. HESTNESS**

**TO:** Chairperson Dan Niziolek PSRS, and Committee Members  
**DATE:** June 11, 2003  
**RE:** MPD Staffing, Budget, Update; LGA Cuts

**INTRODUCTION**

Pursuant to PSRS direction of April 9<sup>th</sup> we are reporting back on the consequences and developments related to budget reduction strategies. The Public Safety and Regulatory Services Committee was particularly interested personnel and service impacts and budget control measures.

**MAGNITUDE OF LGA CUTS TO MPD HAD TO IMPACT PERSONNEL**

Our original LGA reduction directive was **7.9 million** dollars for 2003. Council later reduced that reduction to **6.9 million**. The MPD 2003 current service level budget was over 100 million, however about 85% of our budget is personnel cost. About three quarters of MPD staff are sworn, who are paid at higher rates. Cuts must impact sworn officers.

The Chiefs original reduction plan called for the layoff of 25 sworn personnel and 43 civilians. However, since many of the job titles are inter-departmental and other departments were making cuts as well, the disruption to the organization was potentially actually greater. Senior civilian staff from other departments could potentially bump key civilian staff.

We explored a host of creative strategies to minimize, reduce, or eliminate layoffs and disruption. We have been quite successful in this regard. As of June 5<sup>th</sup>, Chief Olson has rescinded all layoffs of sworn personnel and we have greatly reduced the number of civilian layoffs. As of June 4<sup>th</sup>, we had only eleven civilian layoffs, and two of those were voluntary.

Please do not conclude there were not reductions in staff and important functions on both the sworn and civilian sides. On the sworn side, the alternative assignments I will enumerate have saved jobs, but took officers out of their primary duties. Meanwhile retirement incentives and leaves of absence either reduced the need for layoffs or saved money, which could be put toward further layoff elimination. On the civilian side some took advantage of leaves and incentives as well. Others had seniority to bump into other departments, in effect making the layoff appear to take place elsewhere.

## **RETIREMENT INCENTIVES, LEAVES OF ABSENCE, MILITARY LEAVES**

Time limited retirement incentives were negotiated which resulted in what we believe are **21 sworn and 4 civilian** additional retirements. These are all senior staff; they were at their tops of scale, and maximum vacation accrual etc.

To date there have been a total of **32 employees**, 21 sworn and 11 civilian who have requested either continuous or intermittent budgetary leave. They have been accommodated wherever City business will permit.

With the concurrent war in Iraq, both sworn and civilian staff have been called up for duty. At present we have **8 employees** on military leave. We cannot predict how long they will be on active duty.

## **OFFICERS RETAINED BECAUSE ALTERNATIVE FUNDING WAS FOUND**

- **Water Works Security.** With our nationally heightened concern about terrorism, especially for critical infrastructure, Public Works has dedicated more resources toward improving security. From their enterprise fund they have hired sixteen MPD officers, who otherwise would have resulted in layoffs. We had a couple of volunteers, but transferred in the most junior bid eligible officers. We are concerned about the continued professional development of these officers. While we are confident they will serve well, they are relatively junior officers, who would benefit for the learning that takes place in the diversity of a uniform 911 assignment.
- **Convention Center.** Our Convention Center regularly hires MPD officers for events and shows, passing costs on to their customers. The CC has agreed to reimburse MPD for the full time salaries of two MPD officers. It is our obligation to be flexible and provide these officers at their request.
- **Traffic Unit Growth and Transfer of Supervision.** In recent years our citywide traffic enforcement unit has been reduced to two sergeants and ten police officers. There are a number of locations throughout the City where traffic poses a threat to public safety and citizens request enforcement services that have gone unaddressed due to lack of resources. Council approved the growth of the Traffic Unit by twelve officers in the MPD 2003 budget. There is a commensurate expectation that fine revenue will increase. We moved forward with the expansion of Traffic Unit, transferring **twelve volunteer selected officers** in from other duty assignments.

**The lieutenant/commander position in Traffic was eliminated.** The duty for command of the expanded Traffic Unit has been transferred to the Lieutenant of the northern sector at the Second Precinct.

Preliminary data demonstrated the Traffic Unit is being very productive. Traffic Unit officers wrote **2,698 traffic citations in May**, compared to **675 in March**, before the expansion. Since there is a delay from the time a citation is written, the fee paid, and fine revenue distributed, it is too early to say if we are realizing the expected fine revenue increase. May revenues were not up, but we only increased Traffic in April. That is not enough time for the citations to have been given, paid, and revenue disbursed by the District Court.

- **The Booking Unit.** Hennepin is the only one of the 87 Minnesota Counties that charges their municipalities booking and per diem fees. The current booking fee is \$251 to Minneapolis for each misdemeanor booking. If held over six hours, per diem fees also ensue. We pay the Sheriff over 2 million dollars per year for jail expenses. Our goal is to reduce that by 25%. The Minnesota Rules of Criminal Procedure expect that if a misdemeanant can be identified and have no other criminal reason for detention, they will either be given a court date, as the Sheriff does, or cited and released, as we can do.

**Nine officers**, who otherwise would have been involved in the layoff process, were transferred in to form a Booking Unit, based upon being junior bid officers. Their goal is to identify accused misdemeanants, cite, and release them in order to avoid booking costs. Like the Officers working the Water Works, we are concerned about their professional development in this assignment. We are also having the Officers take Tele-Serv offense reports from the public, fingerprint juveniles, and take fingerprints from the public for fees.

Preliminary data indicate this may be worthwhile. The Unit has had one full month of operation through May. They processed and/or identified 180 adults. If all of those had become bookings, the cost would have been **\$45,180** to the City. We will have better figures when we receive our May invoice from the County. Lieutenant Mike Sauro, of the Sex Crimes Unit, has taken responsibility for development of the Unit. He advises they continue to evaluate. Can they get by with fewer officers? Can hours and scheduling for staff better match the workload?

We have a concern about the continued benefit of this process. Jail sets their rate based on their operating costs. Costs will go down some due to the reduction of prisoners. However, their infrastructure and personnel costs may not drop commensurately. If so, when the rates are set for 2004, the booking cost could rise to the point of eliminating the advantage of our Booking Unit. This is a countywide issue that should be addressed at CJCC.

- **The School Liaison Contract.** PSRS also requested an update on the annual re-draft of the liaison agreement between MPS and MPD. Placing all of those officers in Water Works, Traffic, and the Booking Unit, took them from the

precincts. We backfilled from other sources. We recalled officers from task force assignments, reduced sworn staff in administrative assignments, like training/range, reduced CCP/SAFE sworn staff by 14, and reduced the liaison officer assignments from 19 to 12.

As you can understand, MPS was not happy with these reductions. MPD has always borne about half of the cost of putting police officers in schools. In the last few years, the DARE/Liaison levy has returned about \$600,000 per year to MPD. This coming year the DARE/Liaison levy has changed and MPS can realize about 1.6 million. MPS has been willing to reimburse MPD for \$900,000. In that that would almost cover the cost of fourteen officers and two sergeants for three fourths of a year, that is what the Chief has offered MPS for the 2003-2004 school year. That means MPD will need to cover the cost of these sixteen sworn staff for the remaining quarter of the year.

MPS is in discussion with the Minneapolis Park Police about them providing officers for liaison service. They also have received my written proposal as described above. We await their response. We do not think terminating the liaison relationship between MPD and MPS best serves public safety in Minneapolis. If we did lose the contract, we would lose the duties, but also would need to add those positions to staff reductions, because they would no longer be funded.

- **Community Service Officers and the MPHA.** Oversight of the police Public Housing Unit has been transferred to the 5<sup>th</sup> Precinct under Inspector Don Harris. Our CSO program, designed as a career track for police officer rich in diversity, is comprised of civilians who would be laid off in our budget reduction scenario. Chief Olson has been in conversation with MPHA Executive Director Cora McCorvey about using our CSOs as a security force in Public Housing. Inspector Harris has been following up on this. As a result, no CSOs have yet been laid off. We are optimistic an agreement can be reached very soon. These would be other non-general fund positions.

Our concern here is that there must at some point for the CSOs the opportunity to promote to police officer. Upon completion of their Associate of Arts programs and licensing exams they are well trained, licensable and would be available for hire by other agencies.

## **TRAVEL, TRAINING, AND EDUCATION EXPENSES**

Another specific budget area Council wanted and update on is travel, training, and education expenses. MPD must train for a variety of reasons. We must have a well-trained workforce to serve the public. Police officers have continuing education requirements to retain licensure. Specialists such as forensic scientists, canine handlers, bomb technicians, documents examiners, and others must obtain and retain certifications

and licensure to have judicial recognition as experts in court. The City also would have added civil exposure for having staff perform functions in which they have not achieved accepted professional standards.

Some of this training can be obtained locally and/or without cost. For example, we recently trained a bomb-detecting canine, courtesy of the Bureau of Alcohol, Tobacco, and Firearms. We did need to provide an officer to attend an eight-week school out of state. However, all costs but salary were covered by ATF.

For some training and travel it is permissible to use grant funds. However, the majority of our training costs do fall on the general fund. Having been on notice for the past three months of the need to closely monitor costs and the Council's interest in this line item, spending reductions should be anticipated in the second quarter. We may well have committed to trainings whose expenses were realized in April and beyond. As the year progresses, a tightening of policy in these areas will show more impact.

Through April we were on a normal spending rate. Through May **we have reduced our spending in these three areas by \$30,443 or 21% year to date.**

Please see the attached spreadsheet.

### **OVERTIME COSTS**

We have for the last six years developed regular analysis of overtime trends and have achieved greatly enhanced controls. Overtime as a proportion of salary runs as high as 10% in some major city police departments.

It is important also to understand the distinction between general fund overtime and reimbursables (like Detox) and grant overtime funds. The grant makers and contractors appropriate these funds to be spent for specific purposes. They are meant to be properly managed, but spent. General fund overtime is unavoidable in police service (i.e. late arrests, court, extensions of duty, contractual obligations etc.). This is where the potential and responsibility for control exists.

This year through May our non-reimbursed general fund overtime expenses are **\$690,249** which is **45%** of our 2003 budget in this category. With **42%** of the year remaining we are slightly ahead on our spending.

Please bear in mind, with the staff reductions we have experienced, the added duties we have had due to the war in Iraq, and terrorism generally, there is unavoidable overtime.

### **LARGER OPERATIONAL IMPACTS**

We are only now starting to feel the operational impacts of our cutbacks, for example:

- While we are all very pleased we saved police officer and CSO jobs, they have been removed from the duties for which they were hired.
- The 37 officers we have assigned to Water Works, Traffic, and the Booking Unit, primarily came from the precincts. They were partially backfilled from SAFE, school liaison, and other posts.
- If and when the CSOs go to work in Public Housing, they will no longer be transporting squad cars to the shop, picking up supplies, and doing a multitude of other duties. Some will no longer be done. Some will be done by police officers, reducing their availability for primary duties.
- In the precincts we are running between 82.8% and 95.5% of the original 2003 authorized strength for police officers in the precincts. (P2, 95.5%, is unique, a large complex geography to cover with a small staff, impacting response time and officer safety). We will be reducing the authorized strength to reflect the new realities.
- With civilian layoffs having taken place the weekend of the 1<sup>st</sup> of June, the absence of 24-hour transcription service is being felt. Officers are either doing their own reports (and making some mistakes) or handwritten reports are being shared amongst remaining Transcription, Investigative, and Precinct clerical staff. We believe as officers gain skill, mobile digital computer processes improve, and perhaps voice recognition technology becomes reliable, these problems will be identified, reduced, and/or eliminated.
- Our primary business control point, the Administrative Services Division has experienced the loss of several clerical staff, some police officers, and one lieutenant. With the decision to reduce Deputy Chief's positions from three to two, I have picked up Administrative Services again. I had this duty for four years from 1996 to 2000. I know it is key to the effective and efficient management of MPD operations. In order to manage optimally in these difficult times, we will need all the more the close continued support and cooperation Finance and Human Resources staff dedicated to MPD. In times of financial difficulty, management is often the first area to be reduced. This can be a self-defeating behavior. The absence of continuous and adequate analysis can compound the financial threats to the mission.

I hope this overview is what Council had in mind and gives some confidence MPD is working diligently to live within our financial limitations and optimize service to our citizens.

*Deputy Chief S.S. Hartman*

6/9/03

**TRAVEL, TRAINING & EDUCATION  
2002 COMPARED TO 2003  
EXPENDITURES THROUGH MAY**

	Through May		
	2002	2003	Difference
Travel	\$ 50,615	\$ 22,843	\$ 27,772
Education	60,905	50,139	10,766
Training	34,801	42,896	(8,094)
	<u>\$ 146,321</u>	<u>\$ 115,878</u>	<u>\$ 30,443</u>

6/9/03

## 2003 Fine Revenue

Budget \$ 3,816,377.00

Date	Collected Amount	YTD	Under (Over) Budget
2/25/03	232,514.21	232,514.21	3,583,862.79
3/20/03	222,995.36	455,509.57	3,360,867.43
4/23/03	233,759.00	689,268.57	3,127,108.43
5/23/03	226,332.80	915,601.37	2,900,775.63



## POLICE GENERAL FUND OVERTIME 1/1/03 - 5/31/03

<u>Reimbursed:</u>	<u>Budget</u>	<u>Spent</u>	<u>Unspent</u>
PW Eblock		\$ 5,020	
Detox Van - Hen Cty		55,828	
PW Water Security		166,631	
DEA Task Force		4,665	
NRP		9,188	
Weed & Seed		2,304	
Public Housing		3,153	
Total Buy Back Reimbursed		<u>246,789</u>	
 <u>Buy Back:</u>			
1st Pct Mounted Patrol		5,248	
1st Pct		1,835	
2nd Pct.		13,873	
3rd Pct		1,161	
4th Pct.		20,073	
5th Pct		20,997	
Snow Emergencies		15,775	
Grant Match		7,708	
Total Buy Back Not Reimbursed		<u>86,669</u>	
 <b>Total Buy Back</b>	<b>\$ 718,569</b>	<b>\$ 333,458</b>	<b>\$ 385,111</b>
 On Call Pay	-	3,710	(3,710)
Overtime Earned and Paid (not banked)	<u>1,511,847</u>	<u>690,249</u>	<u>821,598</u>
 <b>Grand Total</b>	<b>\$ 2,230,416</b>	<b>\$ 1,027,417</b>	<b>\$ 1,202,999</b>

2003	DW	Stops	Moving	Parking	SB Tags	CR Tags	SB Warn	PI	PD
January	121	931	723	61	76	0	34	42	74
February	109	777	629	63	65	2	28	41	109
March	99	774	675	38	76	1	23	30	82
April	160	1779	1867	77	236	16	38	49	96
May	216	2692	2698	37	252	7	40	83	121
June	9	113	109	5	13	0	1	2	2

**From:** Champa, Bill A  
**Sent:** Wednesday, June 04, 2003 10:15 AM  
**To:** Olson, Robert K; Hestness, Gregory; Gerold, Lucy; Dejung, John; Rafferty, Martin J  
**Cc:** Bernardy, Charles J; Krueger, Debbie A; Caldwell, George T  
**Subject:** MPD LayoffsPlacementsMay03.xls

Hello:

Attached is a spreadsheet which shows the MPD layoffs and placements as I know them on June 4, 2003. We had 11 layoffs, 2 of which were voluntary. We also had a number of placements, both in and outside MPD. Many employees were "saved", several in the last few hours of the job bank.

Please let me know if you have any questions.

DC Hestness: I will use this data to respond to your May 20 email request for information.

bill



LayoffsPlacementsMay  
03.xls

## MPD Layoffs/Placements

EMPLOYEE	ASSIGNMENT MAY 1, 2003	ASSIGNMENT JUNE 2, 2003
Abrahamson, Karen	CPS	Saved as CPS (5th Pct) - due to grant funds.
Allen, Renee	CPS	Laid Off
Anderson, Sandra	PST 1	Placed as OSS2 (Conv. Ctr.)
Bartell, Julie	PST 1	Placed in MPD as 911 Operator
Behrend, Pat	CPS - Supv.	Placed in Civil Rights (Outside MPD)
Bjornstad, Karen	PST 1	Placed as OSS2 (Planning)
Boone, Annie	PST 1	Placed in Communications (Outside MPD)
Claeson, Mary	CPS	Placed in MPD as Adm. Anal. I (Narcotics) - Grant Funded position.
Clason, Sierra	PST 1	Placed in MPD as 911 Operator
Coffman, Joe	PST 1 (Homicide)	Laid Off - Voluntary
CSOs		Positions Saved at least through June 15, 2003.
Guck, Wendy	Mgmt. Analyst	Position Saved - Not displaced by more senior analyst.
Hammett, Tim	CPS	Placed as Inspector I (Outside MPD)
Hassan, Ahmed	CPS	Vol. Demotion to Bilingual Program Aide
Hoppe, Kristine	CPS	Placed in MPD as 911 Operator
Hughes, Patricia	CPS Supv.	Laid Off
Isaacson, Sheila	Mgr., Int. Serv.	Laid Off - Voluntary
Kerwin, Laura	PST 1	Laid Off
Klaphake, Lisa	OSS3	Placed as OSS3 in Information Technology
Krepela, Deb	PST 1	Laid Off
Lavigne, John	Chem Test Operator	Laid Off
Lea, Audra	CPS	Placed in HR (Outside MPD)
Long, Jim	CPS - Supv.	Bumped back to CPS
Malekebu, Laurel	PST 1	Placed as OSS2 - (Inspections)
McDonough, Shannon	CPS	Saved as CPS (4th Pct) - due to grant funds.
McGee, Jason	CPS	Laid Off
Michels, Kathy	PST 1	Temp saved as PST 1 in Criminal History - Extends Layoff until Aug. 1st. (Sawyer FMLA)
Nesemeier, Jennifer	CPS	Laid Off
North, Robin	CPS	Laid Off
Phelps, Kristine	PST 1	Saved as PST 1 in Homicide (Coffman Vol Layoff)
Rawski, Sheila	CPS	Placed as Housing Insp. 1 (Outside MPD)
Reed, John	CPS	Saved as CPS Pct. 5 (Latino) - Grant Funded.
Sawyer, Jean	PST 1	Saved as PST 1 in Criminal History (Medical Leave - Zoldahn)
Sikora, Julie	Mgmt. Analyst	Position Saved - Not displaced by more senior analyst.
Stroshane, Earl	Chem Test Operator	Placed as Cust. Serv. Rep. (Inpound Lot)
Talley, Hazel	PST 1	Saved as PST 1 in Criminal History (Isaacson bump-down effects)
Thies, Carolyn	PST 1	Placed as Central Alarm Station Opr. (Conv. Ctr.)
Thompson, Tom	CPS	Laid Off
Tuffs, Rich	CPS Supv.	Placed as Inspector (Outside MPD)
Von Lehe, Robert	Chem Test Operator	Placed as Cust. Serv. Rep. (Inpound Lot)
Waisanen, Jennifer	CPS	Bumped back to 911 Operator